

MANDELA BAY DEVELOPMENT AGENCY ANNUAL REPORT 2016/2017



Table of Contents

Acronyms and Abbreviations	4
Section 01: Introduction and organisational overview.....	7
1. Foreword by the Executive Mayor of Nelson Mandela Bay	7
2. Chairperson's report.....	9
3. Chief Executive's report.....	11
4. Strategic Review	12
Section 02: Governance	14
1. Mandate	14
2. Structures.....	15
i. Governance structure	15
ii. Administrative governance structure	16
3. Inter-governmental relations.....	17
i. Government stakeholders and engagements.....	17
4. Public accountability and participation	18
5. Corporate profile and governance	19
i. Corporate profile	19
ii. Governance	21
Section 03: Service delivery performance	22
1. Planning and Development: Inner city and special projects	22
i. Bayworld redevelopment.....	22
ii. Telkom Park demolition	23
iii. The Tramways redevelopment	24
iv. The Campanile refurbishment	25
v. Creative industry and job creation.....	26
vi. Capital Projects Challenges.....	28
2. Planning and development: Township projects.....	28
i. Veeplaas Business Incubator.....	29
ii. Schauderville/Korsten	29
iii. Helenvale - Safety and Peace through Urban Upgrading (SPUU)	30
3. Area Management and local economic development.....	42
i. Operations	42
ii. Security.....	42
iii. Informal trade regulation.....	43
iv. Special rating areas.....	44
v. Tourism ambassadors	44
vi. Mobile parking meters	45
vii. Final remarks	45

4. Marketing and communications	46
i. Brand and reputation management.....	46
ii. Marketing services	46
iii. Special projects	47
iv. Stakeholder relations.....	47
v. Activating the Tramways	47
vi. The Nelson Mandela Bay Stadium	47
vii. Corporate Social Investment	48
viii. Media highlights	48
5. Nelson Mandela Bay Stadium	48
i. Introduction	48
ii. Appointment of New Stadium Manager.....	49
iii. New vision map	49
iv. Events history 2016/2017	50
v. Fees Must Fall movement.....	52
vi. Final remarks	53
Section 04: Organisational development performance	53
1. Human resources	54
2. Organisational structure	54

Acronyms and Abbreviations

AFS	Annual Financial Statements
CBD	Central Business District
CCI	Cultural and Creative Industries
CEO	Chief Executive Officer
CPF	Community Policing Forum
CSI	Corporate Social Investment
DSD	Department of Social Development
dti	Department of Trade & Industry
EDTA	Economic Development, Tourism and Agriculture
EIA	Environmental Impact Assessment
FY	Financial Year
HURP	Helenvale Urban Renewal Programme
IDC	Industrial Development Corporation
IDP	Integrated Development Plan
KfW	German Development Bank
MBDA	Mandela Bay Development Agency
NMB	Nelson Mandela Bay
NMBM	Nelson Mandela Bay Municipality
NMB Stadium	Nelson Mandela Bay Stadium
NMU	Nelson Mandela University
SAPS	South African Police Service
SDA	Service Delivery Agreement
SSIF	Strategic Spatial Implementation Framework
SMME	Small, Micro, Medium-sized Enterprise
SPUU	Safety and Peace through Urban Upgrading
SPV	Special Purpose Vehicle
SRA	Special Ratings Area
SSIF	Strategic Spatial Implementation Framework

MBDA 2016/2017 Financial Year in Numbers

Facilities Management:	40 000 visitors through doors of Tramways for events in period under review	100 events hosted in first year of Tramways building opening	51 matches and non-bowl events at Nelson Mandela Bay Stadium in first six months after MBDA's appointment as stadium operator	75 000 fans visiting Nelson Mandela Bay Stadium for rugby or soccer matches in first six months after Metro appointed MBDA as operator
Empowerment, Development and Transformation:	19 youth start-ups supported through project collaborations to stimulate Metro's creative economy	20+ in contracts awarded to SMMEs in Nelson Mandela Bay	15+ SMMEs empowered through contracts awarded	43 000 person hours spent on MBDA projects by SMMEs and contractors
5 863 - the number of beneficiaries on SPUU youth employment promotion programmes	R 1,7 million spent on skills training through SPUU to empower and develop capacity of SMMEs	Areas Management:	155 tons of refuse collected per month in MBDA mandate areas as part of top-up cleansing services for Metro	306 informal traders registered with trading licences
83 000 m² - area in Metro served through additional top-	319 criminals and perpetrators arrested in	R478 431 - value of stolen goods recovered	Marketing, Corporate Relations &	97% neutral or positive sentiment

up cleansing services	MBDA mandate areas by SAPS, chiefly facilitated through private security force interventions	through private security force	Media Highlights	towards MBDA in media
R18 million in media coverage earned	2 500 engaged social media followers	R700 000 in CSI contributions made	25 – 34 year-olds most active and largest follower base on social media	

Section 01: Introduction and organisational overview

1. Foreword by the Executive Mayor of Nelson Mandela Bay

The MBDA has a critical role to play towards advancing the development of Nelson Mandela Bay as a Well-Run, Safe, Caring, Inclusive, Forward Thinking, Opportunity City.

While the performance of the MBDA over the year under review is indicative of a period characterised by transition, it has also seen the conclusion of a number of long-term projects, as well as the operationalization thereof.

The advances progress achieved towards the progress of upgrading of Bay World as a strategic asset for tourism and conservation is considered as progress. The realization of revitalizing this onset remains a critical focus area.

While the success of the Telkom Park redevelopment will only be achieved in the longer term, the demolition of the dilapidated stadium is a solid first step in the manifestation of the city's vision for the development of the precinct. As a mixed-use development where nature is in easy reach, Telkom Park will have something to offer for every resident, investor and visitor. Beginning with the precinct's "green lung", the NMBM is looking forward in the year ahead to collaborating with the MBDA towards advancing the project towards fruition.

The Tramways Building and the completion of the Campanile project are to be applauded for the improvement they have made to the façade of the inner city and to the improved linkages they have created between the inner city and the Baakens Valley. The inner city is becoming more walkable by the day as a result of public congregation these developments hosted over 40 000 people at the 100+ events since the opening of the Tramways. It has been inspiring to see private development resulting from the public investment in the Tramways building and Baakens Valley area. In the year ahead, linkages to the harbour and the Donkin will be further developed through the efforts of both the MBDA and the NMBM.

The NMBM commends the MBDA's support and investment in the cultural and creative industries over the financial year under review – the foundations laid in this respect are an achievement that will no doubt be furthered in the year ahead.

Vital to the functioning of the MBDA as a fit-for-purpose development vehicle is its performance as an agency - not only for development but for the attraction of investment that enables development. Commitments made by collaborative partners that escalated the ability of the MBDA to perform need to be delivered upon.

The work done thus far in Helenvale, Veeplaas and Schauderville/Korsten constitutes a valuable contribution towards the transformation of the city's townships and vulnerable areas into suburbs and improvement of the livelihoods of our communities.

As an entity, the MBDA's well-recognised track record and ability to consistently achieve clean audits positions it well to access funding and investment in many forms. It is hoped that the recent changes to the Agency's leadership - in respect of the appointment of new board members and, at the time of publishing, a new CEO – will see it continue on this path also and improve its performance.

The entity is tasked to ensure that it not only undertakes its own developments but continues to catalyse and support development by those investors wishing to build their future successes as part of the unfolding Nelson Mandela Story. The Inclusive City and the Opportunity City are mutually reinforcing. From our flame, many more will be ignited. The future looks brighter by the day.

I would like to conclude by thanking the MBDA Board, management and staff for their commitment and service over the past year.

A handwritten signature in black ink, appearing to read 'Athol Trollip', with a stylized, cursive script.

COUNCILLOR ATHOL TROLLIP
EXECUTIVE MAYOR

2. Chairperson's report

The MBDA has once again proved to be an integral and strategic special purpose vehicle of the Nelson Mandela Bay Municipality (NMBM). The relatively new board (first term) inherited an organisation in transition. This 14-year-old organisation was clearly undergoing common challenges experienced by successful organisations that for one reason or the other start to suffer from mandate creep, lack of focus and declining performance.

Stabilizing board and shareholder relations

The new board, which was appointed in April, became active in June of the 2015/16 financial year. After the 2016 local government elections, Nelson Mandela Bay experienced a significant change in political leadership and this necessitated a transitional period whereby the Board needed to engage with the new leadership to understand the incoming local government's priorities, vision and strategic objectives. Various engagements have since taken place between the Board and the relevant leaders of the Council.

The complications of an organisation in transition are that even though change is required, normal business must continue in order to fulfil existing obligations while limiting the intake of new commitments.

Strengthening governance structures

One of the most challenging issues that the Board had to tackle head on was an unresolved matter relating to the employment status of the CEO. It gives me pleasure to confirm that, following all necessary consultations, the matter has been resolved amicably. This has allowed the Board to focus on strengthening governance structures and supporting the management team to carry out the Agency mandate.

A new board committee, the Capital Projects Committee, was set up to assist the Agency to improve spending and efficiencies in project management. Through the interventions of this committee, various projects have either made progress or have been relocated to more fitting departments within the municipality, thus bringing more focus and applying Agency resources to core mandate areas. The work of this committee continues.

Reviewing the mandate

The review of the mandate and focus of the Agency also necessitated the review of the MBDA's strategic plan. The Board, working closely with management, began a process to review the vision, mission and strategic objectives of the MBDA. The review process is to be finalised during the first quarter of the 2017/18 financial year (FY). Further consultations with all the relevant stakeholders will commence soon thereafter.

Capacity building

Through the review process the Board identified a number of areas that required additional capacity and support in order to strengthen the delivery capacity of the Agency. Various positions have since been advertised or recently filled. Topping the list of crucial vacancies were the appointment of competent and experienced project managers, the appointment of a panel of professional advisers and consultants, the appointment of a company secretary and most importantly finalising the search for a competent Chief Executive Officer.

Credible stewardship

To end off, the Board would like to thank the Nelson Mandela Bay Municipality for its unwavering support during this period, the committed staff of the Agency, service providers and the communities we serve for yet another unqualified audit from the Auditor General South Africa.

The MBDA operates in a strictly regulated environment that places a lot of emphasis on compliance. The implementation of capital projects in a depressed economic environment presents many challenges and jostling for access. Project implementation and specifically procurement processes are always under pressure and pose a high level of risk. Even in this environment, the Agency was able to sustain its proud legacy.

The year ahead

The 2016/17 FY has been a year of recalibration, consolidation and repositioning. The year ahead should benefit from all the ground work covered in 2016/17 by showing improved rates of spending, project completion rates, and a measurable socio-economic impact. Projects such as Telkom Park, the Baakens Precinct, Bayworld, Singaphi Street, Helenvale Safety and Peace through Urban Upgrading and the Uitenhage Science Centre Precinct should make significant progress in changing the socio-economic landscape of Nelson Mandela Bay. The Board also embraces the continued operation and management of the Nelson Mandela Bay Stadium (NMB Stadium) as we believe a lot of value can still be unlocked from this asset, especially when the entire stadium precinct is taken into account.

Mputumi Goduka
Chairperson

3. Chief Executive's report

Having been at the MBDA for just under two months of the financial period under review, my observations as Acting Chief Executive Officer is that the Mandela Bay Development Agency has, in its 14 years of existence, made a significant impact on the Metro and its communities. This impact is especially seen in relation to the Agency's newly built public infrastructure together with its existing pipeline of programmes and projects planned for the future.

Despite this impact, it is also clear that over time the Agency has taken on certain activities and projects that were not aligned with its original mandate. Such mandate creep was however understandable and somewhat inevitable given the sustained period of political instability experienced by the Metro as a whole. For the Agency to have performed relatively well under such circumstances demonstrates a high level of resilience.

It is now critical that a strategic review of the Agency's mandate is undertaken. The Board has commenced the review process with support of the Nelson Mandela Bay Municipality leadership. This review will ensure that a more focused approach is adopted in respect to ensuring that future programmes and projects have a strong development focus and catalytic impacts that result in the upliftment of our communities.

Allied to the strategic review process, an organisational review is also required to ensure that the revised mandate and strategic objectives are effectively pursued. Moreover, such a review will ensure that the Agency is capacitated to deliver on its programmes and projects in a more effective manner than during the current financial period, where our project performance was not optimal mainly due to the organisational challenges faced by the Agency.

Since the resignation of the Agency's former chief executive in January 2017 the MBDA Board, with the support of the Nelson Mandela Bay Municipality, ran a nationwide search for a full-time Chief Executive Officer. The first recruitment process did not yield any suitable candidates and a new recruitment process is presently under way.

Notwithstanding the challenges faced by the Agency this past financial year, I am very excited at the potential and opportunity that the NMB Stadium poses for the MBDA and NMBM at both an operational and precinct development level. The stadium is a key strategic municipal asset that has, to date, not been leveraged anywhere close to its full potential.

As the world deals with the emergence of the fourth industrial revolution, the planned transfer of the operations of the Uitenhage Science and Technology Centre to the Agency in the new financial period is another promising development which will have strong synergy with the future Bayworld redevelopment project, and will also expand the MBDA's footprint into Uitenhage and Despatch.

Ashraf Adam
Acting Chief Executive Officer

4. Strategic Review

In the period under review, the MBDA began with an internal process of renewal, revival and inspiration on its own organisational DNA and strategic direction.

This process has allowed the Agency to map a new course that will unlock even greater levels of transformation, social inclusivity, economic growth, investment, environmental justice and shared prosperity for residents, business owners and communities in Nelson Mandela Bay. This process of necessary reinvention has been important to realign the city's development agency taking the city's Integrated Development Plan, several national development mandates and a variety of factors into account.

The strategic review took a variety of factors into account including:

- Spatial development planning;
- High-growth, high-potential and untapped sectors of Nelson Mandela Bay's economy;
- Downstream and upstream effects of technological change;
- Accessibility to economic opportunities;
- Changes in the generational composition of the economic workforce;
- Mobility and transport systems, and human settlement pattern;
- Various national and provincial planning directives;
- The effective management of the excesses of a neoliberal mode of economic organisation and effectively ensuring that the responsibilities of the welfare and development state are achieved; and finally
- Managing and improving societal divisions which may exist in Nelson Mandela Bay on the basis of race, gender, religion or income.

The Agency's new vision will focus on creating an iconic world-class ocean city showcasing its diversity of people, culture, heritage and environment. And, to achieve this the MBDA sets out a mission to become a knowledge-based developmental agency that seeks to achieve social, spatial and economic transformation in Nelson Mandela Bay.

The Agency has also created a map of strategic objectives or focus areas.

Firstly, the work and programmes of the MBDA are fundamentally oriented towards the relationship between human communities and physical spaces. In this regard, the Agency seeks to pioneer and implement people-centred catalytic programmes. Secondly, the end goals or outcomes of all MBDA investment initiatives have to be catalytic and transformative. Thus, the MBDA has to create spaces and places that inspire and transform Nelson Mandela Bay. Finally, one of the key future drivers of economic growth is the creative industries. The creative economy comprises one of the fastest growing sectors of the global economy. With this in mind, the MBDA will develop and promote a creative culture in Nelson Mandela Bay.

Essentially, four strategic marketing areas have emerged that will define the activity spheres of the MBDA.

- Facility management, which will include running assets developed by the MBDA such as the Tramways, Campanile and Helenvale Resource Centre or assets such as the Nelson Mandela Bay Stadium assigned to be operated by the MBDA.
- Area management, which entails security, cleansing and traffic management in special spatial nodes that have been upgraded or revitalised by the MBDA.
- Socio-economic programmes which focus on uplifting or improving the lives of communities living on margins of society and in high levels of poverty, unemployment and crime.
- Research and knowledge creation which will see the MBDA become a capacity hub introducing new physical or intangible assets to the city with a focus on sustainability.

As a result of the processes outlined, revised Vision, Mission and Strategic Objectives have been developed:

Vision

- To develop an iconic world-class ocean city showcasing its diversity of people, culture, heritage and environment.

Mission

- To become a knowledge-based developmental agency that seeks to achieve social, spatial and economic transformation in Nelson Mandela Bay.

Strategic Objectives

- To pioneer and implement people-centred catalytic programmes;
- To create spaces and places that inspire and transform Nelson Mandela Bay; and
- Develop and promote a creative culture in Nelson Mandela Bay.

Section 02: Governance

1. Mandate

The MBDA was conceptualised by the Nelson Mandela Bay Municipality and the Industrial Development Corporation and is a wholly-owned entity of the NMBM. It was created in 2003 following an acknowledgement by the city's leadership of the urgent need to reverse a trend towards urban decay in the inner city and to drive urban regeneration in the Nelson Mandela Bay CBD and other designated areas.

Since then, the mandate area has been expanded to include a number of key township projects, with the aim of transforming urban spaces to activate economic activity, create job opportunities and reshape urban development.

The CBD, however, remains critically important to the NMBM as one of the main contributors to the city's rates base. Disinvestment from the inner city would mean reduced revenue streams and limited growth for Nelson Mandela Bay. Moreover, vacant city centres scare off investment and constrain the city's ability to become competitive on national and global levels. Investment attraction is now no longer focused on mega-industries, but on developing scalable and diverse industries, inclusive of the cultural and creative industries and knowledge economies, for greater economic security.

Informed by an overall philosophy that cities and their CBDs are the engines of growth in a region, the NMBM undertook firm measures to establish a SPVU to drive development through catalytic infrastructure and capital projects that would, in turn, stimulate private sector (re)investment.

The MBDA's overall role is not only that of promoter and supporter, but also of 'doer'. The Agency's mandate has widened over the years and now encompasses urban renewal in township areas, the beachfront, the NMB Stadium precinct and Uitenhage.

As a municipal entity, the MBDA is governed primarily by the Municipal Systems Act 32 of 2000, the Municipal Finance Management Act 56 of 2000 and the Companies Act No 71 of 2008. It operates under a specific, approved mandate document, which outlines a focused approach to be followed in respect of services provided, catalytic infrastructure projects and liaison with other parastatals and government departments in order to create a conducive investment environment in its mandate areas. With this in mind, the NMBM also has a Service Delivery Agreement with the MBDA that is reviewed every three years and which formalises and governs the relationship between the two entities.

2. Structures

i. Governance structure

Ownership and control

The MBDA was established as a municipal entity in 2003 as a joint initiative of the NMBM and the IDC. It is wholly owned by the NMBM.

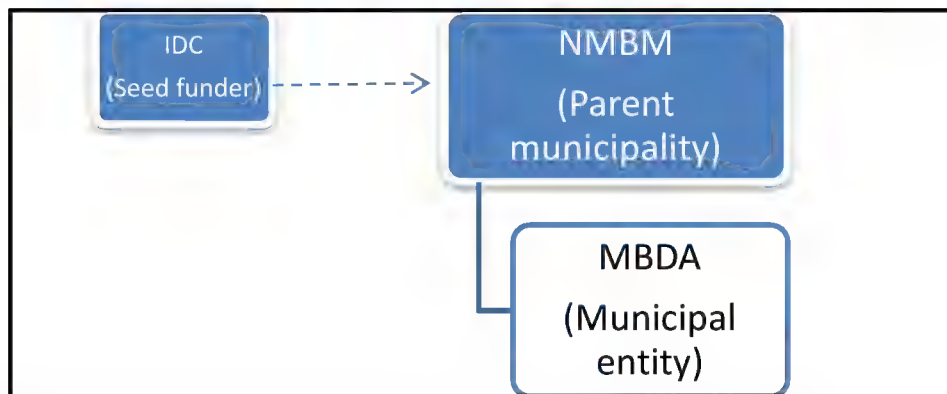


Diagram 1: MBDA ownership and control

The MBDA, represented by its board of directors, receives its mandate from the NMBM, acting through the Executive Mayor, the City Manager and the NMB Metropolitan Council. The Agency is contractually accountable to the NMBM, to which it delivers compliance reporting in respect of its key performance indicator targets being achieved. The MBDA relies on the NMBM for service delivery direction in terms of its contractual obligations contained in the SDA, and on the political dispensation for its political mandate.

As controlling shareholder, the NMBM provides corporate governance-related support, such as sustainability and compliance reporting and review. The MBDA Board is responsible for providing strategic direction and guidance to management as well as ensuring oversight on corporate governance matters. The MBDA management is responsible for operational aspects in line with the strategic planning and mandate documents of the Agency as well as the Integrated Development Plan of its parent municipality.

ii. Administrative governance structure

Board of Directors

The Board provides operational oversight to ensure that the MBDA reaches its objectives and delivers on its mandate.

Board members as at 30 June 2017

Mputumi Goduka (Chairperson), *Appointed to the Board: 21 April 2016*
Derrick Swartz, *Appointed to the Board: 21 April 2016/Resigned 29 August 2017*
Nomhle Tys, *Appointed to the Board: 21 April 2016/Resigned 30 September 2016*
Kasaven Govender, *Appointed to the Board: 21 April 2016*
Adrian Gardiner, *Appointed to the Board: 21 April 2016*
Rojie Kisten, *Appointed to the Board: 21 April 2016*
Khulile Nzo, *Appointed to the Board: 21 April 2016*
Bongani Gxilishe, *Appointed to the Board: 21 April 2016*
Rajesh Dana, *Appointed to the Board: 21 April 2016*
Sithole Mbanga, *Appointed to the Board: 21 April 2016*
Masalamani Odayar, *Appointed to the Board: 21 April 2016*

Company Secretary

Mbulelo Matiwane

Audit Committee

Michelle Wait: Chairperson and Independent member
Stephen Nel: Independent member
Herbert Fischat: Independent member
William Smith: Independent member
Gregory Billson: Independent member

Human Resources and Remuneration Committee

Sithole Mbanga: Chairperson
Masalamani Odayar
Rajesh Dana
Kasaven Govender
Mphutumi Goduka

Capital Projects Committee

Rojie Kisten: Chairperson
Khulile Nzo
Kasaven Govender
Sithole Mbanga

Executive Management

Ashraf Adam: Acting Chief Executive Officer

Ashwin Daya: Chief Financial Officer

Dorelle Sapere: Planning and Development Manager (Inner city and special projects)

Rene Uren: Planning and Development Manager (Township projects)

Mcebisi Ncalu: Operations Manager

Luvuyo Bangazi: Marketing and Communications Manager

Mpho Mokonyama: NMB Stadium Manager

3. Inter-governmental relations

i. Government stakeholders and engagements

The MBDA regularly interacts with key NMBM directorates, namely: Economic Development; Tourism and Agriculture; Human Settlements; Budget and Treasury; Environmental Health; Infrastructure and Engineering; and Safety and Security.

The MBDA coordinates its area-based developments and other catalytic interventions with the NMBM. In addition, the MBDA engages with client departments that take ownership upon completion of infrastructure and assets created by the MBDA, particularly the Infrastructure and Engineering Directorate. The figure below represents MBDA stakeholder engagement linkages with the NMBM.

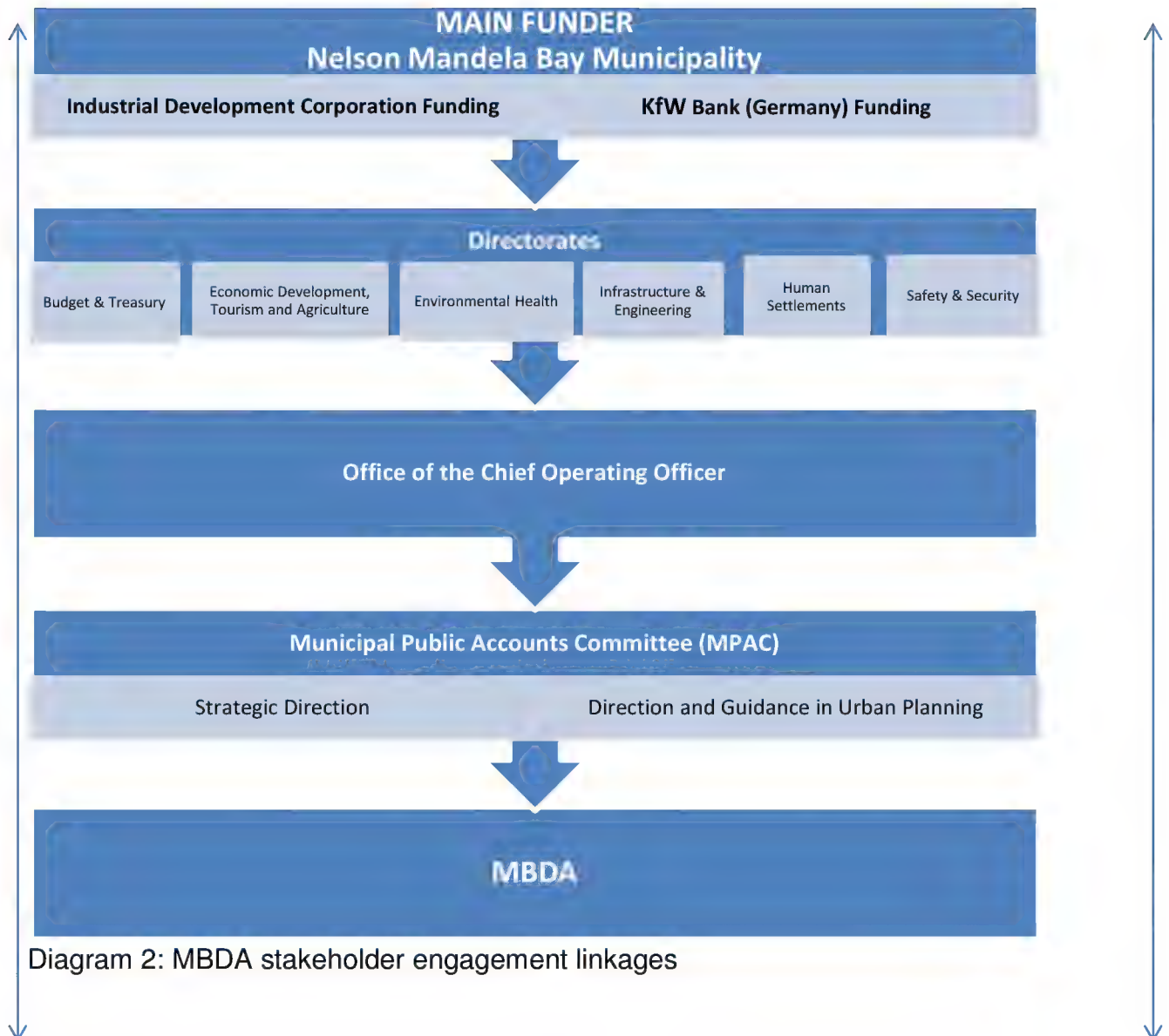


Diagram 2: MBDA stakeholder engagement linkages

4. Public accountability and participation

All MBDA projects follow an in-depth public participation process, particularly in the master plan and design phases, but also, with increasing regularity, throughout the construction process. The Agency collaborates with key stakeholders in order to meet project design and implementation goals. Designs are finalised only after the consideration of various inputs received and recorded through public participation processes. MBDA management further ensures that final designs and project concepts are in line with the Agency's mandate and strategic plan as well as the IDP of its parent municipality. Moreover, the MBDA is in constant conversation with various communities within its mandate areas and maintains a people-centred approach to its development methodology. Perception surveys are performed periodically in order to gauge public sentiment and ensure that the MBDA always has the public's interests at the centre of its initiatives.

5. Corporate profile and governance

i. Corporate profile

The MBDA stimulates, facilitates and supports area-based urban renewal initiatives throughout Nelson Mandela Bay. It is an entity wholly-owned by the NMBM. The Agency's present mandate areas are: the Port Elizabeth CBD and its linkages with the Port of Port Elizabeth and Kings Beach, as well as the NMB Stadium precinct and North End, Uitenhage, and the township areas of Helenvale, New Brighton, Veeplaas and Walmer-Gqebera.

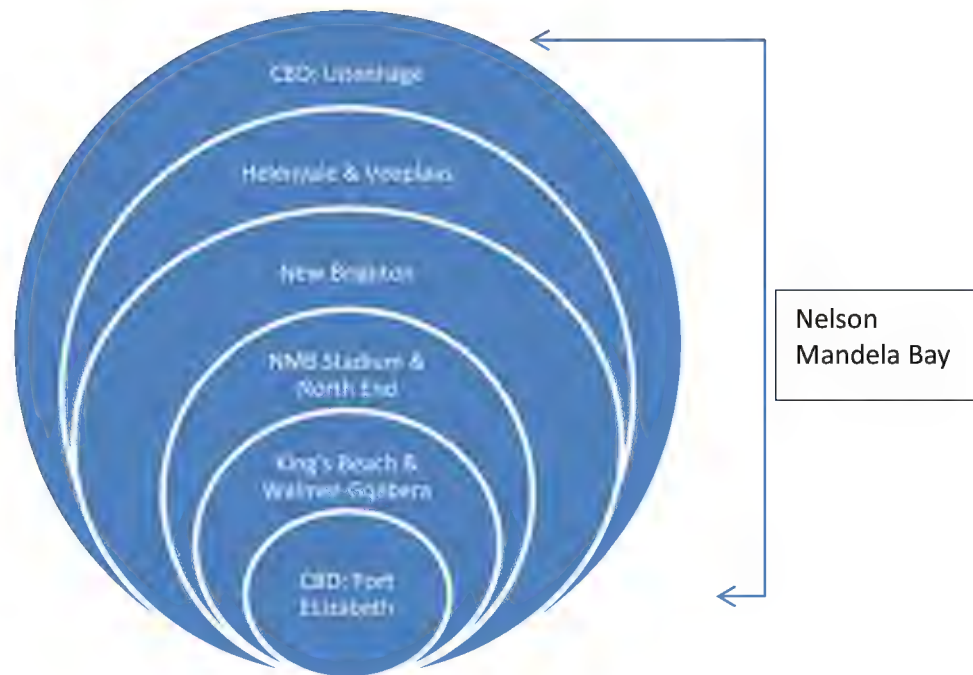


Figure 3: From CBD to CBD – the concentric approach to urban renewal linking two major urban nodes in the Nelson Mandela Bay Municipality.

History

The MBDA came into being at a critical point in the history of Nelson Mandela Bay, when urban decay in the CBD had led to a decline in occupancy and interest in real estate investment – a downward trend which had begun to impact negatively on the municipal rates base.

The Strategic Spatial Implementation Framework (SSIF) of the MBDA was developed in 2006 as a point of departure for reversing socio-economic decline in the Agency's mandate area. The SSIF established the MBDA's long-term vision and strategy, and was accepted by the NMBM Council as the blueprint for economic development and urban renewal in the mandate area.

Purpose and strategy

As an agent of the NMBM, the MBDA's work supports achievement of the goals in the IDP that were drawn up by the municipality for development of the city as a whole. The SSIF, and the five-year strategic plan derived from it, thus corresponds with the urban renewal, urban management and development planning sectors of the IDP.

The MBDA's five-year strategic plan charts the Agency's medium- to long-term strategic course. It is periodically reviewed to take into account, and respond to, prevailing local and global economic and political conditions. Drawing on the long-term vision of the SSIF, the five-year plan outlines development priorities and strategies, and is accompanied by key performance indicators that set out short- to medium-term objectives and programmes that will ensure sustained progress towards achieving the MBDA's vision.

Growth strategy

The MBDA has accumulated a successful track record through the implementation of projects that have consistently achieved the goals of spurring socio-economic transformation, improving public confidence, and positively influencing private sector real estate and corporate investor decisions.

The increased enthusiasm of the private sector continues to present an opportunity for the MBDA. The Agency endeavours to encourage partnerships and involve corporate and private investors, public sector funders, and provincial and national governments in those capital project developments that stimulate private sector investment response. The MBDA was established expressly for facilitating such developments and encouraging private sector confidence and investment. Its cumulative and growing experience in the types of developments it conceptualises, implements and manages represents a significant asset for the NMBM.

Moreover, the MBDA has partnered with various private sector businesses to collaborate on corporate social investment initiatives that also leave a lasting impact on communities. During the 2016/17 period the MBDA continued to deliver on its vision under the SSIF. It will also expand on and enhance its competence in meeting the urban renewal needs of the greater Nelson Mandela Bay area. In growing its influence, the MBDA will widen its focus into new mandate areas, concentrate on deepening the lasting economic and social impacts of its work, and ensure that projects are economically and environmentally sustainable.

Competencies

As a development vehicle, the MBDA coordinates and manages capital investment projects and related initiatives such as cleansing, security and the regulation of informal trading, in partnership with public and private sector stakeholders. In particular, the MBDA has gained significant experience in the following aspects:

- Inner city urban renewal – rejuvenation and development of decayed areas;
- A 'bottom-up', concept-to-completion approach that involves affected communities in determining the outcome of development projects and the maintenance of developed infrastructure;
- Project management and coordination of diverse teams of consultants, contractors and service providers;
- Regeneration of historically marginalised areas; and
- Establishment of a particular brand of urban planning and renewal, with strong emphasis on public participation.

Other than being an implementing agent for the NMBM – with a particular emphasis on urban renewal – the MBDA has also become a key transformation agent in Nelson Mandela Bay, thanks to its strong social approach.

ii. Governance

The MBDA endeavours to ensure that the essentials of good governance are in place to facilitate smooth operation. These elements include risk management, anti-corruption initiatives, secure supply chain management, a digital presence for engagement and communications, and compliance with relevant legislation and bylaws.

In terms of risk management, the Agency has undertaken a risk review process and has compiled a risk register that is reviewed on a quarterly basis. This register is also tabled at board, audit and risk committee meetings for discussion and appropriate action where necessary. A board-approved fraud and corruption policy has also been implemented by the Agency with ongoing monitoring and evaluation checks and balances in place.

With respect to its various projects, the Agency applies strict and sound supply chain management policies and procedures to ensure that this critical business process is fully adhered to in an effective and efficient manner. The Agency's supply chain management policy is based on the policy of its parent municipality, which in turn, is based on the National Treasury model policy. Compliance with this is mandatory and necessary to ensure processes are legitimate and fair.

Municipal bylaws indirectly affect the entire city. However, besides matters relating to informal traders, security and the cleansing plan initiatives of the Agency, municipal bylaws do not directly impact the Agency's projects. The MBDA reports to the parent municipality's Economic Development, Tourism and Agriculture portfolio committee (as outlined in the Main Funder figure) on the progress of its various urban renewal projects. It also falls under the jurisdiction of the NMBM Municipal Public Accounts Committee as well as the NMBM's Budget Performance Monitoring Forum.

Section 03: Service delivery performance

Since establishment the MBDA has facilitated and invested in excess of R650-million in direct infrastructure upgrades to date – a bold illustration of confidence in the city’s potential, and one that has yielded the desired result of increasing private sector investment, particularly in areas where projects are now completed.

1. Planning and Development: Inner city and special projects

This planning and development unit has been instrumental in its engagement in a number of strategic and catalytic programmes that impact social, economic and spatial planning in Nelson Mandela Bay. The team has led a number of successful projects which include the Kings Beach environmental upgrade, Port Elizabeth CBD urban upgrades, Uitenhage CBD urban upgrades and, more recently, the Tramways redevelopment.

In the non-built environment, the unit initiated various arts initiatives that have created new job opportunities for established and emergent creatives in the Bay. Support to this initiative has taken the form of resources, but most importantly, the team offers guidance, mentorship, facilitation of opportunities and linkages to funding, all with the goal to assisting artists to gain sustainability.

Due to the nature of the Agency’s budgeting cycles, many of the capital projects are multi-year which means they cut across multiple financial years. Below are projects that were either already underway or started during the period under review.

i. Bayworld redevelopment

Bayworld is an Eastern Cape Provincial Government asset on local municipal land. The facility houses an Oceanarium, museum and snake park. Attached to the property is a bowls sporting complex. After many years of consultations and engagements necessitated by the degeneration of the asset, the Provincial Government handed the process to plan and redevelop Bayworld over to the Nelson Mandela Bay Municipality. The city delegated the MBDA, acting as its agent, to undertake the task of the future development and refurbishment of two components of the facility. This proposed redevelopment aims to offer a world-class visitor attraction with a unique experience. There are a number of integrated phases involved in this process beginning with public participation and visioning. The process continued in 2016/17 and is likely to conclude towards the second half of 2017/18.

The repurposing and revitalisation of Bayworld is key to developing tourism real estate for Nelson Mandela Bay – in order to make the city even more attractive and competitive. The MBDA believes the facility has great potential that will be unearthed through a thorough redevelopment and planning process that includes wider participation.

In the year under review, several dialogue sessions took place with stakeholders, role-players in science, education, animal protection and environmental spheres as well as city and tourism officials over a period of six months. These initial sessions served as

an antecedent for the formal stakeholder consultation component, forthcoming environmental impact assessment (EIA) and feasibility studies.

The discussions and dialogues were undertaken in the spirit of creating planning integration between city, province, tourism authorities, and civil society. Through these sessions, the MBDA was enabled to create an inventory of preliminary ideas, concerns, visions and expectations concerning the future of Bayworld through a SWOT analysis. The topics discussed ranged from the required staffing and human resources component for the facility to ways in which the city, the MBDA and tourism authorities can ensure that responsible forms of management in relation to environmental justice and animal rights will be realised. Key to these discussions was the question on how Bayworld could be reimaged to be more representative of the environment.

The MBDA will be investigating the viability of Bayworld with or without live animals. While the revival plan received sharp criticism from animal rights groups when the MBDA revealed that bringing animals back to the facility would be one of the possible scenarios, it should be noted that the MBDA had not yet taken a position on the matter.

ii. Telkom Park demolition

The demolition of Telkom Park (Boet Erasmus Stadium) has been approved, budgeted for and consultants have been appointed. The location of the site invoked various compliance processes – such as a water use license – before the demolition can proceed. The team is working closely with the specialist consultants to fast track this process. It is envisaged that the demolition will commence during the first half of 2018. The demolition process will take eight months and should be completed in the second half of the 2018/19 financial year.

The MBDA intends to rezone and develop the land within its new mission and vision. At this moment in time the MBDA is exploring various scenarios which may include a mixed-use development including retail, exhibitions centres, accommodation and eco-adventure activities. However, the programme is subject to environmental authorisation. It presents a unique lifestyle, business and leisure development opportunity with a link to the beachfront via Happy Valley. The project is envisioned as an eco-friendly sustainable development focused around a green lung. The intention is for mixed use: residential, office/retail, tourism and leisure, together with public open spaces. The development seeks to create nodes and people-centred spaces with a strong focus on creating links between public and green spaces through an architectural language that speaks to and of a great African city.

The Telkom Park Precinct will be a vibrant people-orientated development where residents from different backgrounds will live, work and play together. The unique green lung, which extends the full extent of the site, will allow for unique adventure and eco-tourism activities while providing public access to all amenities as well as specialist retail and conference facilities. These amenities will be complimented by high density residential development and Gap housing opportunities. A new Village Centre could also house retail, specialist shops and offices.

The ecologically sensitive green areas are anticipated to benefit from a new tourist and educational interpretive centre which will engender and encourage a positive attitude towards conservation and sustainable living.

Architectural and development guidelines have been developed to set the physical built environment as a leading example for sustainable development and all aspects of “place making” have been considered to ensure a sense of ownership and belonging. Social redress is central to the thinking around the open green lung where all population groups from the Metro and beyond will have access to the beachfront via Happy Valley.

The purpose envisaged for the guidelines is to ensure linkages to existing social fabric, the natural environment (Happy Valley and the “Green Space”) and infrastructure, and to ensure that a Sustainable Community Concept is encouraged. These guidelines will have to specifically refer to “place making” and the “green lung” that runs through the development, and will have to further take reference from the Local Spatial Development Frameworks with regard to the built environment, the “green lung” and Happy Valley.

The guidelines will be informed by case studies and basic graphics to explain concepts and principles. Safety and security within the proposed development will have to be integrated into the development of the guidelines. The guidelines will have to refer to an implementation process (how the guidelines could be enforced) and must clearly spell out an approval process, where the MBDA would be involved in the approvals. The guidelines will have to be specific to different development nodes (if applicable) – in terms of residential, commercial and retail.

iii. The Tramways redevelopment

One of the MBDA’s primary objectives is to bring people to the urban and historical heart of the city. This is achieved through promoting the historical significance of an area, creating art, culture and leisure focal points, and by improving the infrastructure.

The Baakens Valley and the inner city must not only reflect the status and dignity of Nelson Mandela, but it must match a regional, African character. None of these developments will be successful though if they do not make a positive investment impact on the private sector. At the centre of this vision is the Tramways building.

The redevelopment of the Tramways concluded during this period. The investment into what was a derelict building has been a catalyst for private sector investment into the precinct. Although the structure houses the operations of the MBDA, it has become one of the city’s most successful multi-purpose venues catering for conferences, exhibitions, food markets, night markets, craft shows, music events, cocktails events and product and service launches.

The Tramways offers four floor spaces to hire. The exhibition hall boasts a 1 000 square metre floor space, the foyer area offers almost 200 square metres, there is a 16-seater boardroom, and the latest addition is a new Left Wing which is about 300 square metres.

Since its opening, the Tramways has welcomed over 40 000 people as a venue for more than 100 unique events.

The Tramways is also tenanted by the Wilderness Foundation's Youth Training Centre. At this centre many underprivileged youths find skills, hope and future employment. The centre trains the youth across various sectors of conservation and hospitality. This initiative embodies the vision of the Valley, where people meet, engage, work, invest, live and celebrate life.

The approach to the upgrade of the building was to redevelop it taking into account the building's heritage status as well as its proximity to the Baakens Valley. The exterior of the building, particularly on the Baakens Street and Lower Valley Road side, was restored to its original design.

The project forms part of the development of a new inner city precinct which links the Port-Marina-Baakens nexus. In addition, the project creates a strong arterial route to South End and Kings Beach and up toward the Belmont Terrace/Bird Street and Donkin Reserve precincts and nodes.

Also, given its centrality to major transport linkages – the Port of Port Elizabeth and the N2 highway interchange – the precinct also links with the other nodal developments the MBDA has been involved in at Walmer Township, New Brighton/Singaphi Street, Helenvale and Uitenhage.

The Tramways is a catalyst for the redevelopment of the Baakens Valley from its previous industrial use to a non-industrial use, such as office, tourism and leisure and entertainment. While the Tramways and Baakens Valley project is looking at the creation of new buildings, its initial focus is on the redevelopment of old, generally derelict, industrial buildings as a means to revitalise the node.

iv. The Campanile refurbishment

Renovations and upgrading of the Campanile, one of Port Elizabeth's most visible skyline and audible heritage landmarks, was completed at the end of June 2017.

The upgrades and renovations of the Campanile focussed on fixing a memorial site which had begun to fall into disrepair.

A strategic imperative of this refurbishment was to construct a new heritage identity for the Campanile.

The upgrade and renovations were undertaken with several integrated development planning goals in mind, such as growth and development of the city's tourism and creative economies, and relaunching the Campanile with a more inclusive heritage identity through the vehicle of urban renewal and regeneration.

The new upgrades and renovations introduce a host of new features and activities which push the envelope and have the potential to rival tourism experiences at other global heritage sites.

One of the new features of the Campanile include an interactive visual-technology array dubbed the 'Ghost Bells' – bell proxies installed under the actual bell carillon which visually light up during chiming or when visitors press keys of an interactive silver console to match the pitch of a key with the corresponding bell. Another addition includes the harbour viewing window – an observation deck capsule at the top of the 52 metre Campanile memorial, suspending visitors in the sky when they overlook the Port Elizabeth Harbour.

A special computerised, purpose-built, electro-mechanical bell-ringing system has also been installed for the Campanile's 17 ton bell carillon that were removed, restored and reinstalled by the MBDA over the last year to ensure that the crispness of each bell was pitch perfect. The Campanile bells can now play any melody which gets programmed into its state-of-the-art digital interface.

Inscriptions in Afrikaans and isiXhosa were made on some bells – as all but six bells were contributed chiefly by descendants of the 1820 settlers as tribute to their forebears. Through new inscriptions, the bells have been rededicated to all people of Nelson Mandela Bay and also the deceased crew of the SS Mendi, a ship which sank in 1917 in the English Channel and resulted in the deaths of 646 people, most of whom were black South African troops.

A silver plaque on the 67th step of the 204-step spiral staircase, to acknowledge Nelson Mandela's 67 years in service of democracy, is another feature of the upgraded building.

All of these new features offer a welcoming start to the city's iconic Route 67 – a public art urban meander dedicated to Nelson Mandela which has its starting point at the Campanile.

v. Creative industry and job creation

The creative space presented less challenges compared to the built infrastructure environment.

Investment in the Creative Sector for 2016/17 had the following objectives:

- To offer support for young and emerging artists in Nelson Mandela Bay;
- To offer a package of activities that have potential to attract markets through tourism;
- To promote Nelson Mandela Bay heritage and cultural assets;
- To create work opportunities for local artists; and
- To lobby for further investment into the creative and cultural sector.

Below are a number of youth-owned organisations based in Nelson Mandela Bay that the MBDA helped to formalise as entities and delivered projects in partnership with:

- **BLART PROJECTS:** Visual arts company
The project is a visual arts intervention into child rape and a mural was developed in Kwazakhele in Memory of Sonia Payi, the seven-year-old girl who was abducted, raped and murdered.
- **EZINGCANJINI:** Heritage company

This company conducted outreaches to schools in Walmer to attend dialogues and conversations on liberation heritage.

- **THIMNA TRADING:** Music festival events company
Turned an abandoned public park into a space for local artists to showcase and sell their work.
- **FREEFORMARTISTS:** Visual arts company
The project is a collaborative exhibition between groups of artists and is growing in attracting more artists to participate each year.
- **MALSTONES:** Fashion and textile company
This company was supported through the establishment of pop up shops in local malls in the city in an attempt to take local artists' work to where the market is.
- **NELSON MANDELA BAY FASHION WEEK:** Annual fashion show exhibition
The project offers a fantastic opportunity for local designers to not only showcase their products, but also to access the market.
- **SWALLOWS FOUNDATION:** Arts development organisation
The foundation drives a lot of performing arts content at the Athenaeum and is funded by Lotto and NAC. The support given to the project was through venue support on exhibitions and showcases.
- **KAIROS ARK:** Visual arts organisation
This craft shop, which has moved from Westbourne Road to Bird Street, offers emerging artists access to market.
- **YAMYAKHOYETHU:** Fashion and textile organisation
MBDA supported a fashion and textile exhibition of the Metro's top designers. The exhibition was housed at the Tramways building and three local designers participated in the collaborative exhibition.
- **AFROPOLITAN EXPLOSIVE:** Arts development organisation
The MBDA supported a project focusing on up-skilling performing artists. Over 10 emerging artists benefited from the initiative.
- **RISE IN PEACE AFRICA:** Music development organisation
The MBDA provided assistance to three local musicians to record new music in preparation for their tour to Spain.
- **IMIBALA ARTS FESTIVAL:** Annual cultural festival
Imibala Festival is an exhibition space for musicians and visual artists. The festival offers a diversified mix of local talent.
- **SISTA ROOTS:** Arts development organisation
The project is based at Embizweni Square in New Brighton where local artists have taken ownership of the space and have turned it into an exhibition and performance space.
- **DIPUO PR AND ENTERTAINMENT:** Music development organisation
The project is a collaborative music project headed by Lefa Mosea. This is a music production project which features Nelson Mandela Bay's greatest musicians in studio to release music that promotes our local talent.
- **MONTISYS/ZZAZZO ENTERTAINMENT:** Music production organisation
MBDA supported a project based in the Northern Areas which used music production and recording as an alternative to gang violence. The project recorded a group of 15 young people and the CD was released on a rotation to radio stations.
- **KEEP A DREAM ALIVE:** Photographic exhibition project
This organisation reaches out to young pupils in township communities to encourage and empower them. The project allows young people to dream and use their

imagination to elevate them above the hardships of their situation and their surroundings.

vi. Capital Projects Challenges

The changing political environment presented its own challenges where projects became targets for contestations at local ward level. Coupled with lack of clarity in dealing with Small Medium Micro Enterprises (SMMEs), the Agency had to adapt to a very fast changing landscape to mitigate SMME demands. What also became apparent was the need to capacitate the internal team with various skill sets such as civil engineering expertise, quantity surveying, project management and researchers.

In order to ensure that an enabling environment is created and maintained for the MBDA to design and deliver catalytic programmes that focus on the social and economic transformation of Nelson Mandela Bay, the attraction of foreign or domestic direct investments to the city and the promotion of higher levels of societal cohesion, it is necessary to take stock of the Agency's current challenges, constraints, shortcomings, strengths and opportunities.

A process of honest introspection and critical reflection is necessary for improvement and creating supporting action plans. In the past financial year, it has become clear that three potential issues and problem areas require alternative approaches and new directions. These include: streamlining the budgeting process, strategic project selection and the city's SMME policies. While, in some instances, the MBDA was able to create solutions that will be implemented in the new financial year, in other instances, the city will need to co-create solutions addressing these issues

2. Planning and development: Township projects

The township projects are envisioned to replicate the development possibilities and outcomes achieved in more economically advantaged areas, creating a continuity and unification between the inner city, urban centres and townships.

A core focus of planning and development for the MBDA is for Nelson Mandela Bay to continue its transformation towards becoming a cohesive, multi-cultural community, linked through representative urban renewal and art. This has become central to the MBDA's work going forward.

The MBDA hopes to empower residents in more peripheral and marginalised communities through integrated development projects within these localities. In turn, the hope is that through urban renewal in these areas, the social dynamics and community cohesion might improve, leading to improved daily living conditions. Enhanced public participation processes attached to spatial transformation is also intimately linked to the most common challenges encountered by the MBDA through raising awareness and expectations.

Township renewal initiatives have been identified as core to the future development of the MBDA's mandate. Moving away from the past – where no clear methodology existed for selecting catalytic township development projects – the MBDA has made a considered decision to select projects based on alignment with both its mandate and

the NMBM IDP, in consultation with ward councillors and the responsible municipal directorates. This process is guided by Local Spatial Development Frameworks that identifies development precincts and nodes.

i. Veeplaas Business Incubator

The Veeplaas Business Incubator was built by the Economic Development, Tourism and Agriculture (EDTA) directorate in 2009 but was never used and subsequently fell into a dilapidated state. The Veeplaas in Action community expressed concern over the decay of this resource and requested intervention by the MBDA.

The EDTA transferred the building to the MBDA in 2016 for the purpose of revamping and making it operational. The project was completed at the end of March 2017 and handed back to the NMBM for operationalisation.

The MBDA has designed an incubation programme to aid the development of entrepreneurial companies, by offering an array of support services, resources and infrastructure. Incubators are geared toward speeding up the growth and success of start-up and early stage companies.

The project looks at housing business development services, a satellite post office – a need identified by the community – communication services such as an internet café as well as a printing and copying service centre. As such the project aims to create interlinked communications and sustainable economic development opportunities for the community.

ii. Schauderville/Korsten

In line with its mandate of upgrading areas that have seen some form of environmental decay, the MBDA, through assistance with funding from the IDC, formulated and approved a master plan for Schauderville and Korsten in September 2015.

In January 2016, in an attempt to activate the master plan, the MBDA planned and budgeted an initial amount of R5-million for the construction of the Neave Street Multi-Purpose and Recreational Park.

In the period under review, the MBDA began rolling out its master plan through:

- A tender for the Neave Street Multi-Purpose and Recreational Park was advertised and closed in September 2016;
- The cost of the lowest tender received was R13-million, which far exceeded the original budget of R5-million and there was no possibility of sourcing additional funding. As such, construction could not commence and the tender lapsed;
- In January 2017, in an attempt to accommodate the budget limitations, the design of the park was scaled down to R5-million. After accessing the downscaled design, its value for construction, and the final product, coupled with the MBDA strategic review of all its capital projects, strategic choices were made and it was resolved, in April 2017, to hand back the entire implementation of the Schauderville/Korsten project to the NMBM;

- In July 2017, the decision to hand back the project to the NMBM was reviewed and it was resolved that the MBDA would implement the Recreational Park (only this one project in the master plan);
- At the end of July 2017, a budget amount of R13-million was approved for the Recreational Park; and
- A tender was advertised in October 2017, and tender adjudication is planned for January 2018 while commencement of construction is earmarked for the first quarter of 2018.

iii. Helenvale - Safety and Peace through Urban Upgrading (SPUU)

For South African and global communities characterised by abnormally high levels of crime, violence, unemployment, inequality and intergenerational poverty, the lessons from the SPUU programme have created a valuable knowledge base and repository of best practices for future directions in social development and urban upgrading initiatives which seek to promote peace. New knowledge, data and rich insights – which has never before been available to development agencies, the Metro and other state-owned socio-economic planning and delivery agents – in relation to development programmes for Helenvale have become available to plan, design and direct future initiatives.

The SPUU programme has had an important impact on the lives of residents in Helenvale in a relatively short space of time. However, programmes of intervention take place against one of the most challenging environmental backdrops. Helenvale's unemployment rate stands above 70%. The community is the poorest ward in Nelson Mandela Bay. All aspects of social life have been pervaded by the shadow of gangsterism. As a result of unemployment, crime and gang-related violence, the highest levels of rape, murder, prostitution, and drug trafficking in South Africa take place in Helenvale.

With these issues so firmly welded and engrained into community life, it becomes clear that interventions have to be sustained over the long-term. In order to facilitate the necessary change and transformation that is needed to improve the lives of the residents of Helenvale, more resources and time, creative solutions, and cooperation will be required between local, regional, national government, and with international aid organisations.

In future, and given the very complex and abnormal challenge spanning across Helenvale's economic, environmental and social spheres, more radical and innovative approaches to social development and urban upgrading are needed. There also needs to be a much stronger form of integration and cooperation between various authorities. Such an effort – where developmental, safety and basic service delivery agents come together through a united vision for Helenvale – can create a much stronger and enabling environment for development initiatives which seek to introduce peace and safety through urban upgrading.

Helenvale, with an estimated population of 21 236 has intertwined problems of crime and socio-economic deprivation. According to the SPUU feasibility study, the main manifestations of violence are violent gangs, domestic violence, violence in schools and violence among young people and community protest that start off peacefully and subsequently spiral out of control.

Many factors contribute to the high levels of violence and crime in Helenvale, including overcrowding and poor housing conditions, unemployment and low income, inadequate urban services, widespread alcohol and substance abuse, division of community structures, increased individualisation and the disintegration of families.

Taking into consideration the contextual realities of Helenvale the SPUU programme is designed to combine three approaches:

- Situational prevention by improvements which reduce the opportunities of crime;
- Social prevention by strengthening appropriate community initiatives; and
- Institutional prevention by facilitating the cooperation of competent institutions.

The overall goal of the SPUU programme is to improve the quality of life of the residents of Helenvale, especially through the reduction of crime and violence. The programme objective is to increase the safety of the residents with special regard to the main component areas, namely the public space and physical infrastructure, safer schools, youth employment, domestic violence prevention and a pilot housing scheme. The programme has five components and related objectives which are summarized in the table 1 below.

Component area	Objective
Safe public space	Violence preventive infrastructure is provided with participation of the residents. Self-help abilities of the target group are strengthened.
Safer schools	All schools in Helenvale are adequately equipped. Teacher, parents and students collectively contribute to the reduction of violence at schools.
Perspectives for the youth	Employment schemes, training and education programmes, counselling services as well as recreational activities are available for the youth in Helenvale.
Domestic violence prevention	Services and support mechanisms for the fight against domestic violence are available for the inhabitants of Helenvale.
Improvement of living spaces (housing)	Implement user-driven housing and neighbourhood improvement programme.

Table 1: SPUU components and objectives

Component One: Public Spaces and Infrastructure

The phased in approach of the planned Capital Infrastructure projects under the SPUU model commenced in June 2016, with the start-up of the financial year. Since the rollout of the approved capital infrastructure projects in Helenvale, a myriad of negative factors has hindered progress. This was due mainly to violence and crime prevalent in the area, which cannot provide a safe and enabling environment for contractors, SMMEs and SPUU staff on the various geographically dispersed sites in Helenvale. Despite these negative influencing factors, the SPUU project has commenced capital projects which have achieved varying degree of progress. Due to the high volatility which prevailed during the past year, two capital projects were terminated by mutual agreement between the contractor and the MBDA.

Component Two: Safer school infrastructure projects

Safety and security through appropriate infrastructure improvements is a key priority of this project. The KfW grant is being used to fund three pedestrian walkways which correspond with safe home-to-school routes. Two pedestrian walkways to be funded by NMBM are next in line for prioritization. The design will include security lighting along the walkways.

The pedestrian walkways comprise of physical sidewalk and pavement construction and include a poetry and music route, decorated with artwork designed and crafted by residents of Helenvale.

Table 2 below outline activities conducted in line with the 'safer school' interventions.

Intervention/Key Result Area	Activities during report period
Support to participatory planning through appropriate institutional and participation structures	<ul style="list-style-type: none"> Steering Committee set up in 2014 meets on regular basis (monthly); Record of decisions and attendance register kept; Planning workshop to set out planning activities for 2017; All three primary schools provided a draft school year calendar for their respective school. Gelvandale High School was not present; A consolidated work plan for all three schools prepared.
Safety and Peace Promotion	<ul style="list-style-type: none"> Thirty-five prefects from Bayview Primary School attended leadership training (Leadership training topics included: conflict management, leadership, decision making, team work, peer pressure, self-esteem, etc.); Forty prefects from Helenvale Primary School attended leadership training (Leadership training topics included: conflict management, leadership, decision making, team work, peer pressure, self-esteem, etc.); A two-week school holiday programme on life skills, social issues and physical activity was attended by 250 learners per day; Bayview Primary School organised an educational tour of historical sites around the city.
Sports and Cultural Activities for Peace	<ul style="list-style-type: none"> Helenvale Primary School's annual inter-house athletics day; Hillcrest physical education-cum-dance event; Literacy promotion programme <i>Nali'bali</i> was held at three schools, total attendance 3 306 learners (integration with youth employment promotion); Peace march and sports event attended by over 1 000 learners from four schools on 30 May 2017.

Table 2: Safer Schools Intervention/Key Result Area

Component Three: Youth employment promotion

Table 3 below highlights the career guidance and counselling achievements to date and table 4 highlights the skills training achievements to date.

Activity, Service or Support	Participants		
	Previous Cum. No. (31.03.2017)	No. in Report Period (01.04-30.06.2017)	Total Cum. No. to-date (30.06.2017)
General training needs assessments completed	129	176	305
Career assessments completed	32	42	74
Youth placed on second-chance matric programme (out of 22 approached)	6	0	6
<i>Harambee</i> youth employment activator placements	22	30	52
Counselling of primary school learners	218	240	458
Counselling out-of-school youth (one-on-one sessions)	3	32	35
Special events – Literacy programme at three primary Schools (Nali'wali – culture of reading)	3 306	0	3 306
Special events – Leadership camp for Bayview Primary School prefects – support to and integration with safer schools infrastructure component	30	37	67
Special Events – Holiday programme with primary schools – Support to Helenvale Centre of Hope on Career Choices	0	170	170
Special Events – Out-of-Schools Youth Workshop on CV writing, job readiness and interview skills (Two events held at Barcelona and Helenvale Resource Centre)	0	70	70

Table 3: career guidance and counselling achievements

Activity, Service or Support	Participants		
	Previous Cum. No. (31.03.2017)	Cum. No. in Report Period (01.04-30.06.2017)	Total Cum. No. to-date (30.06.2017)
Proficiency assessments completed	174	157	331
Learners/trainees placed on training courses:			
Learners placed on Early Childhood Development (NQF Level 4) <i>*The drop in attendance for ECD is due to learner attrition. Reasons for drop-offs include pregnancy, participating in a competing learnership and family responsibilities</i>	8	5	5
Learners placed on Early Childhood Development (NQF Level 5) <i>*The drop in attendance for ECD is due to learner attrition. Reasons for drop-offs include pregnancy, participating in a competing learnership and family responsibilities.</i>	9	7	7
Learners placed on hairdressing learnership	1	1	1
Learners placed on business admin learnership (8 applicants could not be traced)	13	13	13
Learners placed on generic management learnership (6 applicants could not be traced)	11	11	11
Learners placed on hygiene and cleaning learnership	6	6	6
Sub-total placements	48	43	43

Table 4: Skills training achievements

Table 5 below highlights the support to business achievements to date and table 6 highlights the financing of skills training for the past financial year.

Activity/Service or Support	Participants		
	Previous Cum. No. (31.03.20	No. in Report Period	Total Cum. No. to-date (30.06.2017)
Number of SMME clients on file. <i>*The decline in number of clients is a result of a database "clean-up". The 86 files reflect all those who are actively involved within their businesses. These businesses are now being assessed for compliance and a compliance report per business will be placed in their files.</i>	153	86	86*
Number of SMMEs visiting the SMME Centre	353	252	605
NPOs registered	8	0	8
Business registered for SMMEs	12	4	16
Number of SMMEs trained to date	85	88	173
Mentoring sessions held to date (Business improvement groups)	5	2	7
Marketing and Networking Events	6	2	8

Table 5: Support to business achievements

Skills Programme/Description of Skills Training	No. of Beneficiaries			Cost and Financing (Rands)		
	Male	Female	Total	KfW	SETAs	Total
Early Childhood Development (Level 4)	0	5	5	104,000	0	104,000
Early Childhood Development (Level 5)	1	6	7	180,000	0	180,000
Hairdressing learnership – Images Hairdresser	0	1	1	0	36 000	36 000
Business administration learnership	2	11	13	0	468,000	468,000
Generic management learnership	3	8	11	0	396,000	396,000
Hygiene and cleaning learnership	0	6	6	0	216 000	216000
Recognition of Prior Learning/Trade Test funding for welding through Services SETA	*	*	*	0	250,000	250,000
Social enterprise training co-funded through Transport Education Training Authority (TETA)	*	*	*	0	60000	60000
Total	6	37	43	284 000	1,426,000	1,710,000

Table 6: Financing of skills training for the past financial year

Waste management: Micro-Recycler Support Project

The objective of the *Waste2Worth Champions: Micro-Recycler Support Project* initiative is to increase the effectiveness of waste management in Helenvale through awareness on waste management and the training or capacity building of locally-based recyclers. The expected outcomes are a cleaner environment and improvement in the waste management recycling value-chain. This will be measured by two indicators, namely the increase in value of recycled waste, and the increase in mark-up/return to the recyclers.

The specific initiatives comprise of:

- Micro-Recycler Support Project. This includes a business training workshop to improve business skills and the provision of personal protective equipment and recycling equipment which helps to improve business effectiveness, productivity and impact;
- School-based parental and school learner workshops. These workshops help to plan and coordinate on-going volunteer maintenance and street cleaning by parents and learners. Particular emphasis is placed on the SPUU construction of pedestrian walkways/safe home-to-school routes; and
- A household targeted community awareness campaign to promote recycling and integration with value-chain actors through waste recyclers and promote positive civic action.

The core target group was identified through a participatory process in 2016, and comprises of 30 micro-recyclers from Helenvale who have been in operation between one to three years. Recycling in the area is largely facilitated by women, youth and older recyclers from specific stakeholder groups (i.e. the Rastafari community and school-based recycling activists). The target group represents approximately 70% of active recyclers in Helenvale. Recycling impacts on their livelihoods and recyclable collection and trade represents an income of between R600-R1 000 per month.

The outputs of this initiative in the 2016/17 financial year included:

- The establishment of a network of 30 plus micro-recyclers in Helenvale and an analysis of their key challenges and needs;
- All participants were actively involved in the training provided on business fundamentals and engaged with the subject matter and application thereof in a simulated business environment; and
- A clearly defined understanding of how the recycling and waste value-chain in Helenvale exists and what can be done to strengthen it.

Youth training and information centre

The initial design concept for a Youth Training and Information Centre has been scaled-down and proposals for containers to be converted into spaces for youth meetings and activities have been made. The space requirements and conversion proposals are under preparation and three possible locations are under discussion. Approval by NMBM for currently-available land to be utilised is forecast to take two to three months, and the procurement of converted containers is set to take approximately three months. With this forecast, the facilities could be in place in the 2017/18 financial year.

Component Four: Domestic Violence Prevention

Table 7 below provides a breakdown of the interventions and activities related to the domestic violence prevention component area.

Intervention/ Key Result Area	Activities
Social services	<ul style="list-style-type: none"> • Steering Committee meetings convened once a month, attended by participants from both external and community based organisations. • Central facility for social services at the Helenvale Resource Centre continues to operate with services provided by the Department of Social Development (DSD), PE Mental Health and FAMSA on a pre-determined rota. • Monthly statistics gathered and shared by DSD primarily and then PE Mental Health and FAMSA. • A panel was established to oversee the recruitment and selection process of volunteer care-givers who will provide outreach services to schools and the community. These care-givers will be under the management of the White Door Centre of Hope based at Bayview Primary School. • The panel comprised representatives from White Door Centre of Hope, Gelvandale SAPS, CPF, MBDA, PAC and DSD.
Extension and upscaling services through networking	<ul style="list-style-type: none"> • Four fieldworkers were successfully recruited and placed at the four schools in Helenvale under the management of the White Door Centre of Hope. • The IC provided the services of a specialised trainer, <i>M/s Voice of the Voiceless</i>, to train 30 fieldworkers from community based organisations, the Helenvale Pastoral Forum, the SPUU Women's Dialogue and other community members involved in social services. The training comprised the role of volunteer care-givers, psycho-social support to victims of violence, statutory support systems, etc. • PE Mental Health conducted a foster parent workshop where the role of foster parents was discussed as well as topics related to parenting and communicating with your child.
Victim care and support	The proposal for expansion at Gelvandale Police Station to provide short-term refugee to victims, and specialised services is still pending SAPs approval. No further actions.

Table 7: Interventions and activities related to the domestic violence prevention

Component Five: Improved Living Spaces

During the report period, the MBDA has prioritised part of the NMBM 2017/18 counter funding budget for SPUU be earmarked for bulk infrastructure and for the pilot housing project. Subject to NMBM taking the required administrative action, the Environmental Impact Assessment (EIA) and technical planning for the project has been prioritised to commence in the next report period.

In the spirit of critical reflection and introspection, the MBDA intends to develop alternative approaches and radically new methodologies of development and urban upgrading for this community. The process of redesigning, rethinking and reinvention should not be seen as a failure or slow progress. In fact, a much clearer picture has emerged of what solutions work, what challenges have to be overcome and what directions need to be followed in the near future.

With this in mind, the SPUU Capital Projects earmarked for the financial year 2017/18 are presented in table 9 below.

Cost Category	Description	Scope/Quantity
KfW Funded		
	Construction of pedestrian walkways (including three home-to-school routes)	1 680 running metres
	New pedestrian walkways: Barcelona	Planning and design cost
	Installation of street lighting	37 x 10m high lights, 34 x 6m high lights
	Upgrading/extension of sports field	Rugby + football field, changing rooms, spectator stands and parking
	Pilot housing project: Technical support	Environmental Impact Assessment and technical planning
	Construction of sports facilities in schools	Basic sports facilities for rugby, test cricket, football, netball
	Youth training facilities	Barcelona: 144m ² Extension 12: 90m ²
NMBM and GSA Counterpart Funding		
	Construction of pedestrian walkways: Two routes in Barcelona	750 running metres + 15 x 6m security lights
	HURP precinct upgrade	Upgrade roads, drainage + 1 park in Die Gaat area
	Upgrading parks	Barcelona: 815 m ² Extension 12: 3 600 m ²

	Pilot housing project: infrastructure	Bulk infrastructure
	Construction of safe facilities (fencing)	Perimeter fencing for schools
	Waste management	Construction of recycling facility

Table 9: SPUU Capital Projects earmarked for the financial year 2017/18

Community development fund

The Community Development Fund is not a separate SPUU component, and was financially budgeted under the Component of Public Space and Infrastructure.

Table 8 below provides an outline of the Community Development Fund Budget for the 2016/17 financial year.

Round	Date of approval	No. projects	No. beneficiaries by Age Group				Approved budget (Rand)	Disbursed amount (Rand)
			Under 5	5-12	Youth/ Adolescents	Adults		
1	April 2016	11	304	273	283	135	274,600.00	264,600.00
2	July 2016	5	260	352	870	160	100,000.00	98,000.00
3	Nov 2016	2	90	60	50	400	37,000.00	23,000.00
4	April 2017	9	253	21	28	184	232,000.00	93,000.00
	TOTAL	27	907	706	1,231	879	643,600.00	478,600.00

Table 8: Community Development Fund Budget – 2016/17 financial year.

3. Area Management and local economic development

i. Operations

The MBDA maintains its completed projects and assets in its mandate areas such as the CBD, township areas and designated tourism precincts. Although outside the core of the Agency, the MBDA has taken ownership of the maintenance of assets, infrastructure and other operational initiatives, including security, cleaning, regulation and management of informal trading and the maintenance of its key projects. This accepted approach in urban development, which puts the basics in place, ensures that regenerated and revived destinations are protected against future urban decay. This in turn helps the Agency to ensure that private and public sector investments are protected, that investor confidence is maintained and that the quality of life and the environment around venues and facilities are preserved and protected.

In the 2016/17 financial year, the MBDA continued to implement programmes which included:

- Security top-up services to those of the municipality in the Port Elizabeth CBD in the form of a private security company;
- Provision of cleansing top-up services to those of the municipality in the CBDs of Port Elizabeth and Uitenhage;
- Regulation and management of informal trading in the CBDs of Port Elizabeth and Uitenhage;
- General maintenance of all MBDA completed projects both in Port Elizabeth and Uitenhage CBDs, including plumbing, electricity, masonry, painting and steel work;
- Helping communities within MBDA mandated areas, as well as outside, with the establishment of Special Rating Areas;
- Introduction of a Mobile Parking Meter Plan encompassing 1 329 meters in certain areas of the Port Elizabeth CBD;
- Provision of maintenance, upkeep and security in the Uitenhage Science and Technology Centre which was recently transferred to the MBDA by the NMBM; and
- The operationalisation, upkeep, maintenance and security of the revamped Campanile on behalf of the Metro for the financial year 2017/18.

Note: The tourism ambassadorial initiative (Humewood Community Policing Forum initiative) operating in the Port Elizabeth and Uitenhage CBDs has been discontinued due to financial constraints and will need to be continued by the Economic, Development, and Tourism and Agriculture Directorate of the NMBM.

ii. Security

MBDA took a major step in creating a safer inner city through the launch of a multimillion-rand anticrime programme in the period under review. Through the MBDA Security Programme, an additional private sector security support layer was introduced to augment law enforcement capacity in the CBD and to prevent and reduce crime.

This initiative, which complements work that is already being done by the South African Police Service, NMBM Safety and Security and the Metro Police has the following overarching goals and is mandated to:

- Promote community involvement in response to safety and security matters;
- Provide protection to the general public, businesses and properties;
- Create a safer environment for the community, residents and business owners;
- Monitor and to analyse crime tendencies;
- Design and implement strategic measures to reduce crime in the CBD;
- Protect tourist attractions in the identified precincts;
- Promote safety initiatives in the identified precincts among the various communities and interventionists;
- Monitor and identify illegal traders;
- Fulfil tourism ambassadorial roles; and
- Participate in blitz raids in the MBDA mandate areas (in conjunction with law enforcement authorities).

The programme introduced 63 trained and accredited security officers for random and routine foot patrols as well as criminal apprehension and on-site detention (to facilitate arrests through law-enforcement agents). Five vehicle units were introduced, including two K9 reaction retrofitted vehicles for random and routine patrols and rapid response, eight trained dogs for criminal apprehension, patrolling, narcotics detection, officer protection, tracking and on-site detention (to facilitate arrests through law-enforcement agents), and six reaction officers for rapid response. Three roving information kiosks were also introduced.

The introduction of the business forum chat group saw Metro Security guards working even harder than before. In fact, it yielded a minimum of two apprehensions per day.

iii. Informal trade regulation

Informal street trading is often associated with visual unpleasantness, littering, obstruction, crime, unhygienic surroundings and infrastructure decay. However, informal trade is the livelihood of many individuals, households and communities living on the periphery of society and in the shadow of the formal economy. With this understanding in mind, the MBDA is committed to creating appropriate spaces where vendors can trade to earn a living.

In the period under review, the MBDA's approach and work has solicited strong and positive endorsement from establishments such as Nelson Mandela University's Institute of Law which highlighted the manner in which the MBDA regulates and manages the informal trading in the CBD of Port Elizabeth to ensure fairness and transparency.

In a bid to ensure that informal traders tap into economic opportunities, the MBDA created the Uitenhage CBD Uncedo Taxi Rank. During the period under review, twenty-five trolleys, which will be used to provide after-hours storage, were procured

and branded. These trolleys will be handed over to informal traders in the new financial year.

iv. Special rating areas

A special rating area (SRA) is an area in which property owners agree to pay a small additional amount in rates. These funds are then used to provide extra security and cleansing services. This allows property values to be maintained and/or improved and occupants to be safeguarded.

The MBDA has embarked on introducing SRAs in a bid to continue promoting economic development in areas prone to urban decay. Based on international best practices, the Metro's first SRA was established in Richmond Hill in the 2014/15 financial year.

Richmond Hill is one of the Metro's oldest suburbs and has seen significant redevelopment over the last five years. Driven exclusively by private investment, with the institutional support of the MBDA, small-scale urban renewal has occurred which has seen the introduction of a number of new businesses into the area – particularly restaurants – around Stanley Street. The introduction of these restaurants to the area has also helped to stimulate the redevelopment of the surrounding residential area. Local residents have made a number of improvements to their properties, which have led to a corresponding increase in property values.

In the period under review, the MBDA can report that based on empirical observations the SRA is doing well with a visible improvement on maintenance and improvements to properties, a reduction in crime, and a more aesthetic setting through litter removal.

This has encouraged the Central community with the help of MBDA to embark in the process of establishing their own SRA. To date several public participation meetings have been held and the proposed area boundary has been agreed upon.

Through commitment by some property/business owners an interim committee was elected to drive this process and engage all the relevant municipal/government authorities to ensure the establishment of their own SRA.

Currently they are busy with the consenting process and have also created their own website where all their information is posted and where consenting can be done.

Furthermore, the success of the SRA model has resulted in home owners and property investors in Mount Croix, Walmer Heights and Walmer Links starting applications for SRAs, with the help of the MBDA.

v. Tourism ambassadors

Nelson Mandela Bay is endowed with well-known heritage sites, tourist destinations and various upgraded urban spaces. The MBDA is fully committed to promoting economic and tourism development against the backdrop of urban renewal. To this end, the MBDA sponsors tourism ambassadors who approach and welcome visitors

in order to promote visits to the city's main attractions. The initiative was launched in the previous financial year and continued into the period under review.

The initiative is also aligned with the municipality's objectives of promoting Nelson Mandela Bay's heritage, and recognising tourist attractions as important drivers of economic growth and job creation.

In this regard, MBDA's tourism ambassadors deal with tourists from a customer service point of view. They also conduct scheduled cleaning up of sites, while generally providing security and guidance in terms of information and directions.

The programme also empowers unemployed youth and provides on-the-job skills development and employment opportunities.

This initiative was concluded on 30 June 2017.

vi. Mobile parking meters

In the period under review, MBDA launched a public consultation and information sharing programme on the planned implementation of the first Inner City Mobile Parking Meter Programme in designated areas of the inner city of Port Elizabeth.

In a bid to maximise revenue collection, NMBM noted this project as a way to accrue new revenue streams and tasked the MBDA with the application process and the vetting of parties interested in the project.

The MBDA created spaces and platforms to discuss the plan with all stakeholders, whether directly or indirectly affected. Through this process, MBDA provided the public and businesses with the opportunity to register ideas that will strengthen the programme and make it beneficial to all.

The intentions of the MBDA Inner City Mobile Parking Meter Programme are to ensure efficient, effective, fair and equitable use of parking bays. In addition, the public will be provided with a safe and secure parking environment through the programme which will integrate illegal car guards in the identified areas.

The benefits of the Inner City Mobile Parking Meter Programme include: visible foot patrolling and monitoring of the designated parking bays which will help to curb crime; patrollers/parking attendants will act as guides to visitors; an additional layer of security, monitoring and reporting of suspected criminal activities; and a safer environment for the public to shop, work, park, play and visit.

vii. Final remarks

In the 2016/17 financial year, excellent strides were made to proactively maintain current projects, and to implement support mechanisms that both complement and supplement the work of the parent municipality. The MBDA is agile and strategically positioned to manage and maintain various operational programmes that are directly

and indirectly linked to its mandate. It is positioned as an implementation agent of projects improving investment, aestheticism, tourism and city security and safety, which improve existing and new/alternative income streams for the city. This work is only likely to escalate in the coming financial years.

4. Marketing and communications

The year began with a number of significant changes on both strategic and operational leadership presenting both opportunities to be taken advantage of and challenges to be overcome. The marketing and communications function within the context of the MBDA serves a number of objectives and these include:

- Brand management – building a positive image of the institution;
- Marketing services – providing marketing support across all departments;
- Special projects – executing projects that enhance the mandate of the MBDA;
- Stakeholder relations – facilitating and improving stakeholder relations;
- Activating the precincts (i.e. the Tramways);
- Repositioning and promoting of the Nelson Mandela Bay Stadium; and
- Championing corporate social investment.

i. Brand and reputation management

Due to the public nature of the organisation, transparency, accessibility and meaningful public engagement are values that influence the direction and operations of the Agency. The marketing team ensures that the MBDA brand is sufficiently monitored across all traditional and new media platforms. This allows the team to intervene and engage in conversations that centre on the MBDA or its projects.

Through regular content development and distribution, the team has been able to set the content agenda to align with the objectives and focus areas of the Agency across earned, owned, paid and social media channels. Of all conversations tracked in print, broadcast and online media, 96.1% was either neutral or positive during the period under review. This implies that – as expressed through empirical observations – the MBDA enjoys a degree of trust and credibility with its target audiences and stakeholders.

ii. Marketing services

The marketing and communications function offers a variety of services across departments within the Agency. These services include, but are not limited to, provision of:

- Communication collateral like photography, print material, branding, etc.;
- Publicity;
- Public participation programmes;
- Events; and
- Development and the production of collateral.

iii. Special projects

The marketing and communications function has been instrumental in executing special projects or mandates from the Nelson Mandela Bay Municipality. Some of the projects include:

- The compilation and submission of the Ironman 70.3 World Championship bid; and
- The compilation and production of the 5 Golden Years IDP edition.

iv. Stakeholder relations

Maintaining good and healthy stakeholder relations is a strategic function driven from the CEO's office. The marketing team provides all the necessary support and logistics. The Agency is already actively engaged in a number of platforms such as Business Vision 2030, a member of the National Federated Chamber of Commerce, membership of Project Nelson Mandela Bay, an active participant in the Composites Cluster of Nelson Mandela Bay, a member of Nelson Mandela Bay Arts Council and a member of the Nelson Mandela Bay Business Chamber.

The Agency also participated in a number of intergovernmental platforms and presented at various industry or sector forums (i.e. architecture and engineering graduate forums). Through an MOU, the Agency also works closely with the Nelson Mandela University across a number of faculties including Architecture and Design.

v. Activating the Tramways

The Tramways has proven to be a catalytic investment that has energised the entire Baakens Valley. The building has quickly established itself as an alternative venue of bespoke events, especially those that require a lot of creativity in the utilisation of space. The hosting of the Valley Market has proven to be a magnet for many other special events.

During the year in review, the Tramways have seen more than 80 events, in excess of 30 000 feet through the door and over 2000 followers on social media. The venue continues to serve corporates as well as aspiring arts and creative industry entrepreneurs. In addition to this, the venue is now host to what will be an annual Nelson Mandela Bay Fashion Week which provides a platform for aspiring designers to showcase and develop their small businesses.

vi. The Nelson Mandela Bay Stadium

In what was an expected move, the NMBM included the operation of the Nelson Mandela Bay Stadium under the mandate of the MBDA. Due to previous negative media coverage related to the operations of the stadium, it was necessary for the team to start off by repositioning the brand, regaining lost ground and leveraging the positives. A comprehensive plan that delivered the hashtag OURSTADIUM was the initial rallying point for football, rugby and events promotion.

vii. Corporate Social Investment

A number of corporate social investments were approved during the year in review. Most notable is Project iGEMS.

iGEMS is a school-to-work programme implemented by Unity Foundation in collaboration with various partner companies. The programme focuses on maths, science and engineering, incubating great engineering minds for industry. Scholars are selected from many previously disadvantaged schools across Nelson Mandela Bay.

These scholars then spend three years in the programme from grade 11 and grade 12, taking a gap year after grade 12 to work, earn a living in one of the member companies before enrolling for further their studies. This approach aims to prepare the scholars for life in tertiary education as well as providing them with valuable in-industry experience. These young people come out of the gap year even more determined to make a success of the opportunity provided.

viii. Media highlights

- The MBDA received 867 media mentions in the past financial year: 283 in print, 426 online articles and 158 broadcast clips.
- Media coverage during this period was 96% neutral or positive indicating a positive sentiment.
- Media exposure was fairly consistent throughout with September, October and May recording the highest averages at 60 or more clips in those months.
- The media value tracked amounted to just over R18-million. This value equates to four times the marketing investment.

5. Nelson Mandela Bay Stadium

i. Introduction

The Nelson Mandela Bay Stadium is firmly embedded in the landscape and fabric of the city as a multi-purpose stadium for sporting, entertainment and special events. This is evidenced in what is now a long history of game-changing events, and a new future which lies ahead.

On 25 October 2016, mayoral committee members voted for the MBDA to manage the stadium and precinct, which include land surrounding the stadium and the North End Lake.

The MBDA took over management of the stadium in January 2017. The Agency retained 80% of the operational and management team to preserve elements of efficiency and institutional memory in operations, maintenance, security and marketing of the stadium.

ii. Appointment of New Stadium Manager

In the period under review, the MBDA concluded a national recruitment search and the appointment of an executive with a deep understanding of the sports and special events environment and sponsorship recruitment to lead the NMB Stadium into a new era. Mpho Mokonyama, a sports marketing specialist, was appointed to the role of full time Nelson Mandela Bay Stadium manager in May.

Mokonyama is responsible for designing, implementing and evaluating a commercial plan and commercial partnerships to turn the stadium around. He will focus on increasing the stadium's revenue to ensure the city's largest sport and recreational asset is used to its fullest potential in order to reduce the financial burden on the municipality, and ultimately, ratepayers.

He holds qualifications in sports management, business communications, financial management and sports law. His career track record includes various positions in sport events management and securing sponsorship deals for some of the country's leading sport franchises, including rugby franchise the Blue Bulls and soccer club Kaizer Chiefs.

iii. New vision map

While the NMB Stadium will remain rooted in sport, the management team are committed to making this asset the preferred and go-to destination for sport, arts, culture, recreational events and conferences.

The short-term focus is implementing systems and processes as well as identifying new revenue streams which will generate more income for the stadium.

This strategic direction will ensure that the stadium is used to its fullest potential and this will also ensure that we start steering the venue into a more sustainable financial direction.

The medium-term goal is to create an environment in which the stadium becomes a focal point and desired destination for new and exciting events. This is an opportunity to provide Nelson Mandela Bay and the wider Eastern Cape with a fresh new perspective of the stadium, to ensure that the legacy is carried over and that the ship remains stable.

It is essential to augment the stadium's revenue and ensure that this iconic asset is used to its fullest potential in terms of a solid events calendar to make the city and stadium the preferred destination for staging major events.

A key focus of development in the future will be the stadium precinct. Pending the outcomes of future feasibility and environmental impact assessment studies, the development will be envisaged as an office and retail complex and boutique hotel on the lake front, as well as a high-performance centre and sports team headquarters next to the precinct B and C fields. This is the first step of many which could change the face of the North End area. It will also include the North End Lake front complex,

a new sports academy with gym and fields, rugby and football headquarters and training facilities.

The Nelson Mandela Bay Stadium's core focus is to position itself as a multipurpose stadium capable of offering a one-stop shop – generating sales opportunities so that the business can grow through various income streams.

Table 10 below gives a breakdown of stadium usage in 2016/17 comparing six months on a year-to-year basis. The data indicates that in the first six months of MBDA's tenure as stadium operator, the Agency succeeded in maintaining the *status quo* in relation to matches and non-bowl functions. However, there was a decline in concert events hosted.

<i>Item</i>	<i>January – June 2016</i>	<i>January – June 2017</i>
<i>Number of matches hosted</i>	15	14
<i>Non-Bowl functions hosted</i>	35	37
<i>Concerts</i>	2	0

Table 10: 2016/17 Nelson Mandela Bay Stadium usage comparison.

Diagram 3 below demonstrates the increase and/or decrease of the events and functions hosted at the Nelson Mandela Bay Stadium in 2016 and 2017.



Diagram 3: Annual Event Comparison: NMB Stadium

iv. Events history 2016/2017

Diagrams 4 and 5 below highlight the event history of the Nelson Mandela Bay Stadium for 2016 and 2017.

Nelson Mandela Bay Stadium Events History - 2016				
Event Name	Event Type	Event Date	Attendance	Organiser
Chippa United vs Bidvest Wits	Soccer	10 January 2016	4 536	PSL
Rodrigues	Concert	03 February 2016	6 648	Big Concerts
Roxette	Concert	05 February 2016	8 133	Big Concerts
Southern Kings vs Cheetahs	Friendly	12 February 2016	1 905	Southern Kings
Southern Kings vs Sharks	Super Rugby	27 February 2016	10 937	Southern Kings
Chippa United vs Free State Stars	Soccer	20 February 2016	4 812	PSL
Southern Kings vs Chiefs	Super Rugby	12 March 2016	7 768	Southern Kings
Chippa United vs Maritzburg United	Soccer	20 March 2016	6 274	PSL
Southern Kings vs Japan	Super Rugby	02 April 2016	5 437	Southern Kings
Southern Kings vs Bulls	Super Rugby	09 April 2016	10 347	Southern Kings
ANC Manifesto Launch		16 April 2016	42 000	ANC
Southern Kings vs Lions	Super Rugby	23 April 2016	6 117	Southern Kings
Southern Kings vs Blues	Super Rugby	07 May 2016	2 573	Southern Kings
Chippa United vs Orlando Pirates	Soccer	11 May 2016	16 178	PSL
EP Kings vs Free State	Currie Cup	20 May 2016	388	EPRU
Southern Kings vs Argentina	Super Rugby	27 May 2016	3 577	Southern Kings
EP Kings vs Sharks	Currie Cup	03 June 2016	469	EPRU
South Africa vs Ireland	Test Rugby	25 June 2016	42 323	SARU
Southern Kings vs Highlanders	Super Rugby	02 July 2016	2 902	Southern Kings
EP Kings vs Griffons	Currie Cup	15 July 2016	264	EPRU
EP Kings vs Boland	Currie Cup	12 August 2016	464	EPRU/Southern Kings
Chippa United vs Free State Stars	Soccer	23 August 2016	4 143	CUFC
EP Kings vs WP	Currie Cup	27 August 2016	2 098	EPRU/Southern Kings
MTN Semi-final Chippa United vs Mamelodi Sundowns	Soccer	11 September 2016	16 521	PSL/CUFC
EP Kings vs Lions	Currie Cup	24 September 2016	1 708	EPRU/Southern Kings
Fridge Foods Food Fair	Food Fair	06 October 2016		Fridge Foods Group
Jehovah's Witnesses Convention	Church Convention	14-16 October 2016		Jehovah's Witnesses
Chippa United vs Bloem Celtic	Soccer	25 October 2016	4 377	CUFC
Chippa United vs Platinum Stars	Soccer	28 October 2016	6 443	CUFC
Transnet Family Day	Family Day	05 November 2016		Greenroom Comm.
			219 342	

Diagram 4: Nelson Mandela Bay Stadium events history 2016

Mandela Bay Development Agency - Stadium				
Nelson Mandela Bay Stadium Events History - 2017				
Event Name	Event Type	Event Date	Attendance	Organiser
Chippa United vs Baroka FC	Soccer	07 February 2017	3 095	CUFC
Southern Kings vs SWD Eagles (friendly)	Rugby	11 February 2017	743	Kings
Southern Kings vs Jaguares	Rugby	25 February 2017	2 226	Kings
Working World Expo	Exhibition	28 Feb-02 Mar 2017	no headcount	Inkanyezi
Southern Kings vs Stormers	Rugby	11 March 2017	9 938	Kings
Chippa United vs Witbank Spurs (Nedbank 32)	Soccer	15 March 2017	1 073	PSL
Southern Kings vs Lions	Rugby	25 March 2017	4 733	Kings
Chippa United vs Polokwane City (Nedbank 16)	Soccer	08 April 2017	1 922	PSL
Chippa United vs Polokwane City	Soccer	11 April 2017	2 590	CUFC
Chippa United vs Jomo Cosmos (Nedbank 8)	Soccer	22 April 2017	2 819	PSL
Chippa United vs Maritzburg United	Soccer	25 April 2017	2 963	CUFC
Southern Kings vs Melbourne Rebels	Rugby	29 April 2017	4 434	Kings
Southern Kings vs Sharks	Rugby	13 May 2017	15 258	Kings
Chippa United vs Supersport United	Soccer	17 May 2017	7 658	CUFC
Southern Kings vs Brumbies	Rugby	20 May 2017	16 455	Kings
			75 907	

Diagram 5: Nelson Mandela Bay Stadium events history 2017

v. Fees Must Fall movement

The *#FeesMustFall* movement, which began in October 2015 in response to tuition fee increases at South African universities, flared up again in response to tuition fees for the 2017 academic year. In mid-August 2016, the protest movement blocked access to the Nelson Mandela University's campuses, thereby halting many academic activities.

To mitigate the effect of protests and disruption of academic operations, NMU engaged the Nelson Mandela Bay Stadium on a solution that saw the creation of a university campus within the stadium.

Over a period of 12 days:

- 476 hours were spent concluding classes and tests in eight venues and three alcoves at the stadium;
- More than 220 module codes across 65 disciplines were covered;
- More than 10 000 students accessed the stadium for teaching, learning and assessment purposes, along with 153 lecturers;
- The Level 4 area was repurposed for examinations seating between 200 and 350 students;
- 32 000 student entries were recorded to write about 1 000 papers in 24 days with two exam sessions daily; and

- A 120-seater computer lab was established to allow architecture, architectural technology, IT, maths and journalism students to complete their practical work assignments.

University staff and senior students volunteered as marshals to help students to find their way around the unfamiliar surroundings. This enabled teaching, student learning and motivation to be reignited, which was necessary after five weeks of protest action.

vi. Final remarks

The MBDA believes that collective efforts can ensure that the stadium maintains its status and performs a role as a critical centre-point for economic development, community building and social cohesion, sports development, and events.

A dual vision has to be maintained which expands past the circumference of the sports ground to take advantage of our unique positioning. The stadium is in close proximity of two bodies of water, the North End Lake and the ocean. The stadium is not only a world-class sporting facility, but has potential to develop as a multi-purpose facility and preferred tourist and visitor attraction.

Vision and implementation now need to merge – and this can only happen through collaboration. As caretakers, we have been at the centre of both planning and application. There is now a solid base on which we together can raise the roof.

Section 04: Organisational development performance

The MBDA's organisational performance is managed by reporting and accounting to the NMBM performance management unit. This reporting includes quarterly target reports along with a portfolio of evidence. As can be ascertained from the above report, performance on our projects was not optimal. This was largely due to four key performance indicators being deleted from the Annual Performance Plan during the year due to various challenges being faced on the projects and activities in question.

It must be further noted that only the Agency's institutional key performance indicators are reflected in the report, as these also formed part of the NMBM's Service Delivery Budget Implementation Plan for 2016/17.

The MBDA Annual Performance Report, tabled separately in the pack, reports on the Agency's annual performance for the 2016/17 period against quarterly targets for its institutional key performance indicators.

1. Human resources

During the 2016/17 period, the MBDA staff complement grew with 82 new employees coming on board. This was mainly as a result of NMB Stadium being incorporated into the Agency's operations. The MBDA's staff complement as of 30 June 2017, and as per employment equity principles, is reflected in diagram 6 below:

Occupational Levels	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	1	0	1	0	0	0	0	0	0	0	2
Professionally qualified and experienced specialists and mid-management	3	1	0	1	0	1	0	1	0	0	7
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2	2	1	2	8	4	1	0	0	0	20
Semi-skilled and discretionary decision making	1	1	0	0	4	3	0	0	0	0	9
Unskilled and defined decision making	9	1	0	0	4	1	0	0	0	0	15
TOTAL PERMANENT	16	5	2	3	16	9	1	1	0	0	53
Temporary Employees	15	6	1	8	14	6	1	2	0	0	53
GRAND TOTAL	31	11	3	11	30	15	2	3	0	0	106

Diagram 6: MBDA staff complement – June 2017

2. Organisational structure

The MBDA staff organogram as of 30 June 2017 is reflected in diagram 7 below.

